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**TECHNICAL ASSISTANCE
TO THE RWANDA OFFICE
NATIONAL DE LA POPULATION TRAINING
CENTER AT KICUKIRO**

JANUARY 25 TO FEBRUARY 10, 1988

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MAR 11 1988

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ACKNOWLEDGEMENTS

I would like to express my sincere thanks and appreciation to the many individuals and organizations who contributed their time, energy and resources toward making this trip a success. In particular, a special thanks to Mr. Sixte Zigirumugabe, Director of I.E.C. for the Rwandan Family Planning Office (ONAPO), without whose help I would never have been able to make contact with the different groups and organizations involved with the Kicukiro Training Center. I am equally indebted to those people who began work on the document "The Population and Family Health Training Center". Many of the ideas in this report were drawn directly from that document.

Tom Leonhardt

PERSONS CONTACTED

Madame G. Habimana	Director of ONAPO
Mr. Emerson Melaven	Director of USAID/Rwanda
Mrs. Carina Stover	Health Officer/USAID
Mr. Sixte Zigirumugabe	Director of IEC/ONAPO
Dr. John Wright	Resident Representative/WHO
Mr. Christophe Boneza	Resident Representative/UNFPA
Mr. Viet Dong	Construction Supervisor/USAID
Mr. Bernard Avutsekubwimana	Training Director/ONAPO
Mr. François Nzabahimana	Coordinator/IWACU Village
Mr. Patrice Nzahabwamungo	Personnel Director/ONAPO

EXECUTIVE SUMMARY

From January 25 to February 10, 1988, Thomas C. Leonhardt, Senior Training Advisor at the Center for Development and Population Activities (CEDPA) and consultant to the Family Planning Management Training Project (FPMT) was in Kigali, Rwanda on a technical assistance assignment to ONAPO.

The principal objective of this mission was to collaborate with an ONAPO counterpart to develop a series of recommendations for helping ONAPO determine what are the steps to be carried out in order to open the Center for training programs in 1988. The Training Center at Kicukiro, financed and constructed during the first phase of a population project by USAID, will serve as ONAPO's training facility for its staff and other health professionals involved in Rwanda's population and family planning activities. In the near future, it could serve as an international center for training French-speaking family planning professionals.

The consultant had the chance to interview the construction supervisors, those ONAPO staff members who are currently involved in preparing the Center for its opening, as well as other health and family planning professionals who might play a role in the future administrative and technical activities of the Center.

Basing the final conclusions on the information gathered during these interviews and on his own personal experiences in the family planning training field, the following recommendations appear to be most crucial:

1. Appoint a director for the Center as soon as possible.
2. Begin certain structural repairs and modifications.
3. Purchase the necessary equipment and materials for outfitting the offices and other facilities.

NOTE: This report is a brief summary of the full report written in French, which is available at the FPMT Project, 165 Allandale Road, Boston, Massachusetts, 02130.

INTRODUCTION AND RATIONALE

TRAINING is a major component of any family planning program. A family planning organization must have qualified personnel to carry out all of its technical and administrative tasks, and this personnel requires initial training and continuous on-the-job supervision. ONAPO, building on a solid base of training, will need to continue to perfect the skills of its own personnel, as well as to train other health and community-based workers who will be participating in family planning activities in Rwanda.

With help from USAID, ONAPO undertook the construction of a training center at KICUKIRO, thus assuring a permanent site for all of its future training programs. As part of long-range thinking for the Center, there is a good possibility that it could serve as an international forum for seminars, trainings, and conferences, as well.

Given the importance of the Training Center in ONAPO's overall strategy, and in order to help it get off to a good start, ONAPO and USAID thought it would be useful to have a training specialist spend time in Kigali looking at the various technical and administrative issues involved with starting up the Center. The recommendations in this document are based on the consultant's own experiences in the family planning training field, and on the information gathered during the trip. They should be considered as such, and are put forth in the hope that they will be useful as the basis for discussion. They should not be considered as the definitive answer to the various issues concerning the opening of the Center.

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PROPOSED OBJECTIVES FOR THE TRAINING CENTER

Mission Statement

Contribute to the well-being of all people by serving as a training center for those who work in the areas of population and family planning.

General Objectives

1. Meet the training needs of medical, paramedical and social service personnel in the areas of population and family health.
2. Serve as a training center which will facilitate the exchange of ideas and on-the-job training for professionals from all countries in the areas of population and family health.
3. Increase the quantity and quality of ideas and knowledge in the areas of demography, population, family life education and human reproduction through research, and put these ideas into the hands of the Center's trainers for use as training content.
4. Develop appropriate teaching materials for the training needs of the Center and for national IEC campaigns.

Specific Objectives

1. Train ONAPO's managers so they will be able to help the organization meet its goals and objectives,
2. Train enough medical and paramedical personnel to permit the management and delivery of family planning services throughout the country.
3. Train those personnel from other organizations who will be involved in family life education at the community levels.
4. Allow health and population professionals coming from other countries to benefit from the seminars, workshops, and conferences in the areas of population and family health.
5. Support other organizations, both international and national, when they want to put on seminars and workshops in the areas of their respective disciplines.

MAJOR RECOMMENDATIONS

1. Concerning the Center's objectives

- ONAPO should schedule a time for full discussion of the Center's objectives, and once agreement is reached, these objectives should be communicated to all concerned parties.
- Once the training center director is designated, he and his staff should meet to set up some quantifiable objectives which will serve as future evaluation standards.

2. Concerning the Center's equipment

- Set up a secretary's office which will serve as a central coordinating facility while awaiting the delivery of office supplies and furniture for the director's secretary's office.
- Purchase the necessary equipment for the director's office, the dark room, the sound studio and the teacher's lounge.

3. Concerning the Center's staffing

- Designate a director as soon as possible.
- Study the Cooperative Training Center's system of personnel rotation in order to apply its principles to KICUKIRO Training Center.

- Be sure to employ a skilled laborer who will be able to repair electrical and plumbing problems without delay.
- The director, in collaboration with ONAPO's management, should appoint his staff as soon as possible, in order to operationalize the Center's 1988 training agenda.
- Analyze the training needs of the newly appointed Center staff, and make the necessary preparations for getting them the required training.

4. Concerning the infrastructure

- Install sound-proofing materials in the two training rooms.
- Undertake a study for installing hot water in the common bathrooms.
- Turn one of the dormitory rooms into an infirmary and equip it with the necessary first aid preparations.
- Undertake the necessary steps toward correcting the electricity situation.
- Repair the damage to the kitchen wall before the contractor's guarantee runs out.

4. Infrastructure (continued)

- Purchase movable partitions to allow facilitators to turn the large training rooms into break-out rooms for small group work.
- Purchase clip-on lamps for the dormitory bedrooms to allow participants to read at night.

5. Concerning the library

- Once the librarian is appointed, begin to send away for free publications in French, which are offered by the various population programs and projects.
- In collaboration with a materials specialist, draw up a list of publications in French for the following areas: family planning, management of family planning programs, etc., and when funds are available, proceed to set-up a basic family planning reference library.

6. Concerning the purchase and possible use of a computer for the Center

- Study the possible use of a computer for:

tracking participants,

financial management, and for

recording pre- and post-test scores for participant evaluations

7. Concerning ONAPO training programs

- Three years should be devoted to using the Center for Rwandan family planning training needs.
- A three-year plan could be drawn up for programming the Center's training activities. (The consultant believes that INTRAH will undertake just such a study.)

8. Concerning the Center's role in international training

- Keep the lines of communication open with WHO, UNFPA, World Bank, etc.

9. Concerning future needs

- Begin administrative procedures for acquiring more land.
- Study plans to build a clinic on the grounds.

CONCLUSION

ONAPO has at its disposal an attractive and utilitarian facility for training its own and other professionals involved in family planning activities in RWANDA. Given the training needs laid out in the 1988 training plan, ONAPO should consider staffing the Center as soon as possible and should move toward correcting the several structural problems that will interfere with its functioning as a fully operational training center.

Also, given the large number of potential candidates for family planning training, the Center, as it begins to meet the training needs of the Rwandans, should plan to open its doors to international participants and might begin to think about how it will achieve financial autonomy in the near future.